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TO : Chief, Operations School

DATE: 21 November 1958

FROM : Chief Instructor
War Planning Course

SUBJECT: Final Report - Project USEFUL No. 5

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1. Synopsis:

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a. Project USEFUL No. 5 was conducted in Room 153, Building [REDACTED] between 27 October and 7 November 1958. It was attended by forty (40) military officers, the largest group to date. See list attached for name, rank, and service of officers attending.

b. The mission of this briefing; to provide JCS selected military officers with an orientation concerning the capabilities and limitations of CIA to support military operations in wartime, was accomplished fully according to the critiques submitted by these officers on the last day of the briefing. The group was well satisfied with what they heard, and felt that the Agency had given them a very frank and forthright picture of its capabilities to support them in wartime. The participation and outstanding presentations by both the Director and Deputy Director were the high points of the course and were very much appreciated by the officers present. The willingness of these two particular Agency officials to give their time and effort was also reflected by the continued enthusiastic support given to the project by the Deputy Directors and members of their staffs. Such support, of course, is necessary for the conduct of this course.

2. Officer Performance: These officers, selected by the JCS, displayed an unusual amount of interest and enthusiasm in this briefing. A majority, if not all, were in some way connected with intelligence or psychological and paramilitary planning or operations. Participation and questioning by the officers was outstanding, indicating that the JCS and the Services had made considerable effort to select the officers for this course.

3. Officer Comment:

a. Administration: Comments received under this heading varied from, "administration of the course was superior" and "everything handled in an excellent manner" to "better coffee" and "parking please". The coffee comment was touched on at the beginning of the course when it was noted by the instructor that coffee served in adjoining snack bars and in the cafeterias was superior to that served in the coin operated vending machine. Also mentioned at the onset of the course

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was the parking problem and the continuing parking difficulties experienced by the average CIA employee. There were no unfavorable comments from the officers.

b. Guest lecturers: With one or two exceptions, guest lecturers were well received and the officers present appreciated the time and effort spent by the lecturer in preparation and presentation of the various subjects.

c. What should be added, altered, or deleted? Several comments, considered valid, were made concerning the allocation of the amount of time devoted to one subject versus time allocated to another. These comments will be carefully considered and steps taken to re-adjust the schedule to reflect these suggestions. Specifically, the hour devoted to Evacuation Planning can be eliminated and this subject covered by the Chief, War Plans Division in his talk. Also, the overall intelligence community functions should be separated from the DDI presentation and each subject made the topic of at least one hour's talk. The rearrangements in presentation of certain topics in the course were suggested, and these rearrangements will be made. The discussion concerning the responsibilities of the Deputy Director (Coordination) will be moved to the first part of the briefing since this presentation concerned many of the military commands represented at the briefing, and elicited much discussion and questioning. One comment, suggesting briefings by representatives of the various military services to this group, will not be carried out.

d. How will the information received in this course assist you in carrying out your present assignment? Without fail, each officer considered that the briefings received in this course will enable him to better understand the Agency's point of view and also, in some cases, to improve certain liaison contacts with Agency representatives throughout the military commands. The officers also indicated that they could now perform their individual jobs better since many are engaged in the preparation of military support requirements to be laid on CIA.

4. Conclusions and Recommendations:

a. Certain rescheduling and rearrangement of the course material will improve this course. The DDI presentations should be included in one block of instruction. This should be followed by the DDP presentations which would be followed in turn by the DDS presentations.

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b. As noted above in paragraph 3c, the hour talk on Evacuation Planning will be deleted and more time allocated to the presentations concerning the DDI side of the house. Comments concerning time allocated to DDI versus DDP appear to fluctuate from year to year according to the number of officers enrolled who are concerned with either straight intelligence or UW operations.

c. "Counterintelligence responsibilities of CIA" was presented this year after the lapse of one year. It will be continued since this subject is of vital concern to the military services.

d. If possible, the guest speakers of the caliber who took part this year should be again requested to take part in this briefing when scheduled in the Fall of 1959. Only through the participation by officers within the Agency who are engaged in the day-to-day problems of operations and war planning and preparation can this course continue as a contribution to good DOD/CIA relations.

e. The lecturer from the Office of Training, [REDACTED] was particularly well received since he was in a position to discuss, in response to an officer's question, the detailed inner workings of the country team [REDACTED]. This was a question that was raised by several officers but few, if any, guest lecturers had actually served where the country team approach had been used.

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